



# COUNTY OF LOS ANGELES

## DEPARTMENT OF HUMAN RESOURCES

HEADQUARTERS  
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**MICHAEL J. HENRY**  
DIRECTOR OF PERSONNEL

July 25, 2005

To: Each Supervisor

From: Michael J. Henry  
Director of Personnel

Subject: **RECRUITMENT FOR DIRECTOR OF COMMUNITY AND SENIOR SERVICES**

On June 10, 2005, a Qualifying Screening Panel identified eleven (11) candidates as the more highly qualified candidates to be interviewed by an Assessment Panel; however two (2) of those candidates subsequently withdrew.

On July 21, 2005 and July 22, 2005, an Assessment Panel consisting of the following members interviewed eight (8) candidates (one (1) candidate was unable to attend the interviews):

- Linda Kretz, Assistant Agency Director, Department of Adult and Aging Services, Alameda County
- Steven Schmoll, Director of Aging and Adult Services, Santa Clara County
- Michael J. Henry, Director of Personnel, County of Los Angeles (Eddy Tanaka, retired Director of the Department of Public Social Services, was scheduled to be on the interview panel, but became ill the day before the interviews.)

The Assessment Panel identified three (3) candidates as the most highly qualified, and recommends that these three (3) most highly-qualified candidates (listed alphabetically below), be referred to your Board for selection interviews. A copy of each of the three candidates' resumes is attached for your review.

- Cynthia Banks, Interim Director, Community and Senior Services, County of Los Angeles
- Robert Sessler, Director, Aging and Adult Services, Contra Costa County
- Sheryl Spiller, Administrative Deputy, Child Support Services Department, County of Los Angeles

Each Supervisor  
July 25, 2005  
Page 2

The three (3) finalists have been advised that their candidacy for the position of Director of Community and Senior Services is now public information, and that they may be contacted by Board offices or other interested parties.

Upon completion of comprehensive background investigations and reference checks, we will develop an Executive Recruitment Report, which will contain detailed information on the candidates. We will then work with the Executive Office to schedule a date for Closed Session for your Board to interview the candidates.

If you have any questions, please call me; or your staff may call Richard Boswell, Senior Human Resources Manager, at (213) 974-2451.

MJH:REB  
JL:ck

#### Attachments

c: Chief Administrative Officer  
Executive Officer, Board of Supervisors

*CYNTHIA D. BANKS*

**WORK EXPERIENCE**

**CHIEF DEPUTY DIRECTOR / INTERIM DIRECTOR..... 4/1/03 - Present**

Los Angeles County Department of Community and Senior Services (CSS)

Salary: \$129,000

CSS budget: Approx. \$122 million for FY 2005-06

Staff supervised: 476

- ◆ Direct the department of Community and Senior Services.
- ◆ Provide direct and indirect services to LA County resident senior citizens and those seeking employment through federal, State and County programs.
- ◆ Maintain a program of effective relations with the Board of Supervisors, representatives of other County departments, governmental agencies, the public and various volunteer bodies.
- ◆ Direct the fiscal operations of the Department and oversee the development of the Department's budget by exercising knowledge of federal, State and local statutes.
- ◆ Monitor contractors to ensure compliance with County and Departmental standards.
- ◆ Direct the administration of the Department's Affirmative Action plan to ensure that hiring and promotional practices are consistent with the County's equal employment opportunity policy.
- ◆ Speak before civic groups on behalf of the Department in order to promote public interest.
- ◆ Direct the development of changes in the organization, staffing, work processes and management information systems.

**Accomplishments:**

- ◆ Implemented the Contract Compliance Division for improved responsiveness to internal and external clients.
- ◆ Improved relations with volunteer bodies; e.g., Los Angeles County Commission on Aging, Community Action Board, Workforce Investment Board.
- ◆ Restructured the Department to improve contract execution time.
- ◆ Implemented the Community Connection website.
- ◆ Implemented management training modules.
- ◆ Implemented grants management training modules.

**CHIEF DEPUTY DIRECTOR..... 7/03 – 3/31/04**

Los Angeles County Department of Community and Senior Services (CSS)

Salary: \$119,302

CSS budget: Approx. \$173 million

Staff supervised: 550

- ◆ Executive and administrative responsibility for assisting the Director in the planning, organization and direction of all operations of the Department.

- ◆ Assisted in evaluating the effectiveness of departmental policies, operational practices, and programs by formulating revisions in policies and developing changes in organization, staffing, work processing, and management information systems as needed to increase effectiveness and efficiency and reduce administrative costs.
- ◆ Maintained a program of effective relations between members of the Department and the Board of Supervisors, representatives of other County departments, governmental agencies and the public.
- ◆ Assisted in directing the fiscal operations of the Department; oversaw the development of the departmental budget; and monitored and reviewed projected income and expenses, departmental needs, workload figures and forecasts and budget expenditures throughout the year.
- ◆ Assisted in directing the preparation of various reports, memos and Board letters for the Board of Supervisors—including reports regarding policy matters and periodic reports concerning accomplishments of the Department.
- ◆ Assisted in directing the administration of the Department’s affirmative action plan to ensure that hiring and promotional practices are consistent with the County’s equal employment opportunity policy.
- ◆ Acted for the department head during his absence.

**DIRECTOR, HUMAN RESOURCES..... 8/99 – 7/2003**  
Superior Court of California, County of Los Angeles

Salary: \$114,707  
Court budget: Approx. \$580 million  
Staff supervised: 65

- ◆ Directed recruitment, classification, processing, employee relations, payroll, workers’ compensation, and benefits functions for a workforce of more than 5,500 employees.
- ◆ Prepared, planned and implemented budget for Department.
- ◆ Directed the personnel policy development of post-SB 2140 personnel policies.
- ◆ Analyzed and interpreted the impact of new legislation on Court’s Human Resources.
- ◆ Liaison with Judicial Officers, staff at all levels, and local Justice and Governmental agencies.
- ◆ Oversaw grant proposal process for Human Resources’ initiatives.
- ◆ Member of Court’s Executive Management Group.
- ◆ Assessed the environment for future enhancements and strategic planning.
- ◆ Personnel supervised: 65, including managers for labor relations, etc.

**CASE ADMINISTRATOR..... 1996 - 8/99**  
Los Angeles County Superior Court

Salary: \$83,200  
Court budget: Approx. \$265 million  
Staff supervised: 350

- ◆ Member of Court’s Executive Management Group.
- ◆ Responsible for:
  - Court’s Community Focus Strategic Plan.
  - Budget preparation, planning and implementation.

- Directing the Los Angeles Superior Court Improvement Initiative in conjunction with the Los Angeles County Bar and the University of Southern California USC.
- Grant proposals to promote strategic planning.
- Court's Cost Recovery Division.
- Directing the implementation of the new criminal automation system.
- Staffing assignments of over 300 Judicial Assistants for the Court.
- Administrative staff of nine.
- Staff to Los Angeles County Blue Ribbon Task Force.

**REGIONAL ADMINISTRATOR.....1994 - 1996**

Administratively Unified Courts of Los Angeles County

Salary: \$67,700  
Court budget: Approx. \$250 million  
Staff supervised: 750

- ◆ Managed the administrative and operational functions of eight Los Angeles County Municipal and Superior Court locations, which included approximately 400 staff members including eight district chiefs and court administrators.
- ◆ Member of Court's Executive Management Group.

**DISTRICT CHIEF - EAST DISTRICT.....1991 - 1994**

Los Angeles County Superior Court

Salary: \$65,000  
Court budget: Approx. \$230 million  
Staff supervised: 65

- ◆ Directed the overall budget operations of the East District of the Court, including staffing and facilities.
- ◆ Guided the production of statistics for the location.
- ◆ Interacted daily with 20 judicial officers.
- ◆ Opened the first cooperative Domestic Violence Clinic using volunteers from local domestic violence agencies.
- ◆ Supervised 65 staff members including 20 judicial assistants and 45 administrative personnel.

**ASSISTANT DISTRICT CHIEF.....1985 - 1991**

Los Angeles County Superior Court

Salary: \$52,000  
Court budget: \$225 million  
Staff supervised: 20

- ◆ First line supervisor to Judicial Assistants
- ◆ Supervised 20 judicial assistants.

**JUDICIAL ASSISTANT.....1980 - 1985**

Los Angeles County Superior Court

Salary: \$48,000

Court budget: Approx. \$210 million

- ◆ Responsible for the official record of the Court in various courtrooms.

## EDUCATION

**Bachelor of Arts – Behavioral Science..... 1977**

California State Dominguez Hills

**Building a Human Resources Strategic Partnership..... 2001**

California State Northridge in conjunction with Los Angeles County DHR

**Certificates:**

Institute of Court Management – Managing Human Resources ..... 1999

Institute of Court Management – Calendar Management ..... 1987

## PROFESSIONAL AFFILIATIONS

**Member:**

**National Association of Court Management..... 8/2000 – 7/2003**

**Professional Development Advisory Committee (PDAC)**

**National ADA Committee..... 8/2000 – 7/2003**

**National Association of Court Management..... 1977 – 7/2003**

**California Judicial Council Task Force.....1996 – 1997**

Civil Technology Review Task Force

## COMMITTEE EXPERIENCE

**Member, AOC Classification and Compensation Study Committee..... 2002**

**Member, AOC HRMIS Steering Committee ..... 2002**

**Member, AOC Statewide HR Conference Committee ..... 2001 - 2002**

**Co-Chair, Los Angeles Countywide Trial Court Information**

**System (TCIS) ..... 7/98 - 8/99**

**Chair, Los Angeles Superior Court Trial Court Information**

**System (TCIS) ..... 1996 - 1999**

**Chair, Judicial Assistant Staffing Committee..... 1996 - 1999**

**VOLUNTEER EXPERIENCE**

- Board Member*..... 4/1/04 - Present  
Verdugo Workforce Investment Board
- Chair*..... 2001 – 7/2003  
Mt. Baldy United Way Allocations Committee
- Board Member*..... 6/2000 – 7/2003  
Mt. Baldy United Way
- Committee Member* ..... 1995 - 2001  
Mt. Baldy United Way Allocations Committee
- Board Member*..... 1991 - 1996  
House of Ruth - Domestic Violence Agency
- Treasurer*..... 1992 - 1994  
House of Ruth - Domestic Violence Agency

**PERSONAL ACCOMPLISHMENTS**

- YWCA Woman of Achievement*..... 1995  
In the area of Women’s Rights

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References attached; additional references available upon request.

Robert M. Sessler

## **EMPLOYMENT HISTORY**

**8/99-present Aging and Adult Services Director, Contra Costa County  
Employment and Human Services Department, Martinez, CA  
Current salary: \$10,885 per month**

Under broad policy direction from the Employment and Human Services Director, responsible for administration and operation of the Aging and Adult Services Bureau which encompasses approximately 450 employees, a network of community based organizations, and citizen advisory bodies. Major programs within the Aging and Adult Services Bureau include the Area Agency on Aging, In Home Supportive Services, In Home Supportive Services Public Authority, Adult Protective Services, Aging and Adult Care Management, Conservatorship Intake, Long Term Care Integration, Medi-Cal Eligibility, and Non-Assistance Food Stamps Eligibility.

Directly reporting staff currently include four Human Services Division Managers, one Area Agency on Aging Program Manager, one In Home Supportive Services Public Authority Executive Director, one Advisory Council on Aging staff consultant, one Long Term Care Integration Consultant, and a Journey Level Secretary. Total subordinate staff include approximately 200 Eligibility Workers and Eligibility Work Supervisors, 60 Social Workers and Social Casework Specialists and Social Work Supervisors, 10 Policy Staff Assistants, and 170 clerical and support staff.

The Aging and Adult Services Bureau has an administrative budget of approximately \$50 million and is responsible for administrative oversight of approximately \$80 million of In Home Supportive Services benefits.

**3/95-8/99 Manager, Aging and Adult Services, Contra Costa County Social Service Department, Martinez, CA**

Responsible for management and administration of all social service programs for the aging and adult population of the county including programs and activities of the County Area Agency on Aging, the In Home Supportive Services program, Adult Protective Services, Conservatorship Intake, and Care Management encompassing approximately 70 staff.

Provided management direction to subordinate staff responsible for design and implementation of the County's Area Plan on Aging which includes a



**Robert M. Sessler**

variety of subcontracted social service, nutrition, and employment services involving both public and private community agencies; direct operation of information and referral, health promotion, health insurance counseling, and care management; and staff support for citizen advisory bodies

Provided management direction to policy development staff and to social work supervisors and line staff responsible for delivery of adult social services

Directly reporting staff included 4 Area Agency on Aging Staff Assistants, 4 Social Supervisors, 1 Advisory Council on Aging Staff Consultant, 1 Secretary, and 1 Clerical Data Services Specialist.

The Aging and Adult Services Division administrative budget was approximately \$7 million and the Division was responsible for administrative oversight of In Home Supportive Services benefits totaling approximately \$40 million.

**3/89-3/95      Director, Contra Costa County Office on Aging, Martinez, CA**

Responsible for management and administration of County Area Agency on Aging including supervision of subordinate staff, budget preparation and maintenance of fiscal controls and management information system encompassing approximately 25 staff.

Planned, organized, and directed the design, development, and implementation of County Area Plan on Aging

Provided management direction to direct client service programs and volunteer services program

Directed the subcontracting of Older Americans supportive and nutrition services to public and private community agencies

Directed evaluation of service programs for the elderly and the implementation of service coordination, new program development, and advocacy activities

Directly reporting staff included 7 Area Agency on Aging Staff Assistants, one Advisory Council on Aging Staff Consultant, one Secretary, and one Clerical Data Services Specialist.

The Office on Aging budget was approximately \$3 million.

**1/82-3/89      Planner/Assistant Director, Contra Costa County Office on Aging, Concord, CA**

Prepared annual area plan on aging

Acted on behalf of Director, Office on Aging in his absence

Supervised subordinate two planning and program evaluation staff

Provided work direction to management staff regarding implementation of area plan objectives

Prepared requests for proposals and negotiated contracts

Performed personnel analysis tasks

Provided staff assistance to citizen advisory bodies

Provided technical assistance to county staff and to outside agencies

**Robert M. Sessler**

**8/77-1/82      Program Specialist, Contra Costa County Office on Aging,  
Concord, CA**

Directed Senior Community Service Employment Program including planning,  
monitoring, and evaluation  
Supervised two paraprofessional staff  
Administered contracts with public and private agencies for delivery of social  
services  
Analyzed and interpreted federal, state, and county legislation, rules, and  
regulations  
Promoted coordination of service activities among county departments and other  
public and private agencies

**3/76-8/77      Information and Referral Coordinator, Contra Costa County Office  
on Aging, Concord, CA**

Developed and initiated information and referral program for the elderly  
Trained and supervised four paraprofessional staff  
Counseled elderly clients with complex case situations

**6/71-3/76      Social Worker, Contra Costa County Social Service Department,  
Richmond, CA**

Provided crisis intervention and information and referral services  
Provided social casework and employment counseling services to unemployed  
fathers

**9/67-8/69      Social Worker, Los Angeles County Department of Public Social  
Services, Los Angeles, CA**

Provided social casework services to clients of Aid to Families with Dependent  
Children (AFDC) program  
Performed income maintenance eligibility determination for AFDC program

**EDUCATION**

**M.P.A. 1984, California State University, Hayward, Hayward, CA**  
concentration: public management

**B. A., 1967, Stanford University, Palo Alto, CA**  
concentration: history major; sociology and psychology minor

**1969-71, University of California, Berkeley, Berkeley, CA**  
graduate studies in history

**1976 and 1980, University of Southern California, Los Angeles, CA**  
Andrus Gerontology Center Summer Institute

**1992, University of Colorado, Denver, Denver, CO**  
National Leadership Institute on Aging

**Robert M. Sessler**

**1995-96, University of California Extension, Berkeley, CA**  
**Bay Area Social Service Consortium Executive Development Institute**

## **AWARDS**

**National Merit Scholarship, 1963-67**  
**Ford Foundation Special Career Fellowship 1969-71**  
**Meritorious Service Award, California Association of Area Agencies on Aging,**  
**2003**

## **LICENSES**

**California Class C Driver License**

## **PROFESSIONAL AND COMMUNITY ACTIVITIES**

**National Association of Area Agencies on Aging Board of Directors**  
**Region IX Alternate, 2000-02**  
**Region IX Board Member 2002-present**  
**Chair, Research and Policy Development Committee, 2004-present**  
**California Association of Area Agencies on Aging, 1989-**  
**Meals on Wheels of Contra Costa, Inc., Board President, 1990-**  
**Public Safety Commission, City of El Cerrito, CA, 1984-85**  
**Boy Scout Troop 100 Committee Chair, Kensington, CA, 1989-95**  
**Parent Advisory Committee, Black Pine Circle Day School, Berkeley, CA, 1985**

## SHERYL L. SPILLER

### Education

- University of San Francisco – Human Resources and Organization Development – HROD Masters Degree/1999
- University of San Francisco, B.S. Degree – Organizational Behavior/1991
- Los Angeles Southwest College, A.A. Degree – Journalism/1976

### Work Experience

June 2004 to present

#### **L.A. County, Child Support Services Department Administrative Deputy Director**

Direct the preparation of the department's annual budget of \$189 million and provide administrative and management services to a budgeted staff of 1897 which includes 122 attorney level staff. Primary responsibilities are to formulate, implement, and enforce administrative policies for the department. Direct the preparation of the department's annual budget and the budget submission to the State Department of Child Support Services. Direct management functions for the department including fiscal, human resources, and facilities management, which include 73 professional and clerical staff. Oversees the preparation, review and evaluation of contracts, cooperative agreements and requests for proposals and contractor performance. Oversee the collection and analysis of production and performance statistics for the department. Monitor departmental bank accounts and trusts accounts for accuracy and uniformity with federal, state and county laws and policy. Controls departmental budget expenditures and recommend to the Director the reallocation of budget appropriations and expenditures. Salary Schedule Range 12.

June 1997 to May 2004

#### **L.A. County, Department of Public Social Services (DPSS) Division Chief**

Responsibility for the Medi-Cal and Food Stamp Operations Division, which consisted of over 800 professional and clerical staff providing technical service for nearly two million Medi-Cal beneficiaries and eligibility determination services to over 20,000 families monthly. The administrative budget for the Medi-Cal Program in L.A. County is over \$300 million. The Division consisted of Medi-Cal & Food Stamp programs which included the interpretation and dissemination of state legislation and regulations, ensuring compliance and applicable state and federal laws; timely implementation of mandated programs; and testifying before the California State Assembly. District Line Operations including Medi-Cal Outreach District with staff at over 200 non-DPSS sites and processing over 6,000 Medi-Cal applications and 10,000 telephone calls through the Health & Nutrition Hotline. Chair of the Health and Nutrition Access Workgroup meeting monthly with over 30 organizations including county departments, city agencies, school districts, community based organizations, managed care organizations, legal aid agencies and state contractors; maintenance of approximately 265 MOUs with clinics, hospitals, CBO's, cities, schools and other county Departments. Responsibility for Long Term Family Self Sufficiency Projects with a budget of over \$23 million over 5 years and Food Stamp Nutrition Outreach to families and seniors.

- March 1993 – Sept. 1997**     **DPSS Human Services Administrator III level**  
**District Director – Compton District**  
 Management of over 300 professional and clerical employees and three (3) major welfare programs (AFDC, Food Stamps, Medi-Cal), servicing over 42,000 applicant/recipient cases. Implemented GAP/GAIN Pilot, Work Pays Program, AFDC/FS AFIRM, CWTAPPS, and elimination of Medi-Cal Face-to-Face Redetermination. Lead Director assigned to two LEADER JADS (Joint Application Development): Management Reporting and Quality Control. Lead Director for Welfare Reform Advocacy Forums in the South County.
- Nov. 1991 – Feb. 1993**     **DPSS Data Systems Supervision III – Computer Services Division**  
 Major projects included: AFIRM (Automated Fingerprinting System); GEARS (GAIN Management System); FOCUS (Reporting); CWTAPPS (County Wide Timekeeping/Payroll); CDMS (General Relief/Medi-Cal Payment System); MEDS (Statewide Medi-Cal System); AFDC Repayments; Computer Training; ISD Billing (for services to DPSS); WCMIS (Welfare Case Management and Information System), Micrographics and Marketing. Research for copyrights, trademarks, patents and licensing. Management of approximately 30 technical and professional staff.
- Oct. 1989 – 1991**     **DPSS Director, Critical Actions Review Team (CART)**  
 Created, developed and implemented a highly specialized, cost-effective, team of Quality Control Monitors to identify and eliminate critical problems in the General Relief program. Made recommendations for General Relief systems improvement which enhanced productivity and efficiency through automation. Management of approximately 50 professional and clerical staff.
- April 1987 – Sept. 1989**     **DPSS Director Model Operations Development (MOD)**  
 Primary responsibilities to explore, develop and implement innovative, standardized automation systems to enhance district operations, increase productivity and improve quality control. Created and successfully implemented projects (many of which are still in effect in 1999), Self-Receipt System, Courtesy Card System, CA-7 Calendar, Telephone Courtesy, Management Training, Quality Control Monitoring System, Electronic Message Boards, etc. Management of approximately 40 professional staff.
- March 1984 – 1987**     **DPSS District Director – Metropolitan Family and Florence Districts**  
 Management of line operations with over 300 professional and clerical employees and four (4) major welfare programs (AFDC, Food Stamps, General Relief and Medi-Cal), servicing over 35,000 applicant/recipient cases.
- Sept. 1967 – Feb. 1984**     **DPSS Deputy District Director – Florence, Metropolitan North, Hyde Park and Private Hospital Districts**  
 Worked as a Program Deputy and an Administrative Deputy. Responsible for management of the district's AFDC, Medi-Cal, General Relief and Food Stamps programs, clerical operations, districts reports, the facility, all negotiables, personnel issues, caseload and staffing balances, etc. Managed staff who were outstationed in private hospital, by contract, to process Medi-Cal applications. Management of 60-200 professional and clerical staff.

**Additional Job Classifications:**

Program Assistant – Domestic Violence Liaison; Chief Clerk, Intermediate Supervising Clerk; Eligibility Worker; Supervising Clerk; Intermediate Typist Clerk; Teletype Operator and Typist Clerk.

**Organization Memberships**

Los Angeles County Management Council (LACMC)

- Executive Committee – Elected Member for Five Terms (1992 – 2006)
- Vice President – Executive Committee 1994
- Membership Chair – 1991 to present

Association of Black County Administrators (ABCA)

American Association of Food Stamp Directors

Los Angeles County Mentor Program

Los Angeles County Speechcrafters

**Accomplishments**

Los Angeles County Marathon 2001 – 6 hours and 53 minutes

**Management Training**

- Extensive Management Training (includes: U.C. Davis and LACMC Educational Seminars)
- Managing Multiple Demands
- Idea Protection
- Small Business Marketing
- How to Manage Projects
- Entrepreneurship and Marketing for Public Sector

**References**

Philip L. Browning, Director, Child Support Services Department - (323) 889-3340

Bryce Yokomizo, Director, Department of Public Social Services - (562) 908-8383

Lynn W. Bayer, Retired Director, Department of Public Social Services - (310) 821-8334